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ABSTRACT

This report synthesizes results of a special project to study the origins of new special libraries, including influences in their pre-establishment period, and critical factors in the first five years of their lives. A review of prior research, a census of new special libraries in Illinois, group interviews with librarians and managers, and a mail survey provide information on goals, management attitudes, librarian factors, users, and economic factors important to the establishment and success of new special libraries. Appendices include a selected bibliography of books and articles on special libraries for management audiences, a selected/annotated bibliography of articles on new special libraries, an evaluation of the research methods, and the questionnaires used in the study. (Author/JD)

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New Special Libraries: A Summary of Research

Committee on New Special Libraries
Illinois Chapter
Special Libraries Association
1979

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Introduction

This document contains the record of the investigations undertaken by the Committee on New Special Libraries, Illinois Chapter.

CONSL's work was funded by the Special Projects Committee of Illinois Chapter. CONSL's mission was to study the phenomenon of new special libraries to determine and document the critical factors which lead to the establishment of new special libraries and which influence their success or failure in order that this knowledge might be used to suggest programs to reach management more effectively with the special library message and to assist librarians in new special libraries to improve their libraries' chance for success.

Over two years were spent planning, designing and conducting the various research projects and examining and discussing the findings. We hope that these findings will be of interest to others and that similar research will be repeated by other Chapters to enlarge our knowledge about this important aspect of special librarianship.

The members of the Illinois Chapter Committee on New Special Libraries (CONSL) were: Jan Ahrensfeld, Library Director, Blue Cross and Blue Shield Association; Eva Brown, Interlibrary Cooperation Coordinator, Chicago Library System; William S. Budington, Executive Director and Librarian, The John Crerar Library; Lorraine Ciboch, Head of Information Services, ITR Biomedical Research; Richard A. Davis, Associate Professor, Graduate School of Library Science, Rosary College; Jane Kelsey, Assistant Librarian, Northern Trust Company; and Peggy A. Sullivan, Assistant Commissioner for Extension Services, Chicago Public Library. Edward G. Strable, Manager of Information Services, J. Walter Thompson Co. was CONSL chairman for 1977-78. Elin B. Christianson, Library Consultant, was the 1978-79 chairman.

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CRITICAL FACTORS IN NEW SPECIAL LIBRARIES

The continuing growth in the number of new special libraries in existence has been a significant characteristic of the special library movement over the entire 60 years of its history. Even the influence of another characteristic -- the frequency with which special libraries go out of existence -- does not diminish the vigor of the formation of special libraries.

Despite our awareness of the new special library phenomenon and the important part it plays in the growth potential for special libraries as a whole, we actually know little about it. This is not to say we don't understand anything about how and why special libraries begin. Common sense, intuition, and 60 years of history have provided us with some implicit assumptions on which we draw when called upon to describe this phenomenon of growth.

Our intuition and common sense also tell us that this phenomenon is likely to continue, that there is still a potential for growth in the number of special libraries.

Edward Strable raised the question of SLA's involvement in fostering the growth of new special libraries as one of the larger issues of the profession[1] during his Special Libraries Association presidency in 1972-73. His discussion centered on these questions:

1. Are we doing nearly enough to stimulate the establishment of new special libraries to serve the large segment of the population that does not have any special professional information services in their work-related lives.
2. How do we attack the problem more effectively than we now are doing?

Strable's questions drew a spectrum of response which ranged from examples of specific activities underway in certain Chapters to arguments against the continued proliferation of small, ineffectual company libraries.[2]

About two and a half years ago Strable again raised these questions, this time to Illinois Chapter, proposing that the Chapter initiate a special project to study the origins of new special libraries and the means by which they might more effectively be encouraged. The Committee on New Special Libraries (CONSL) was formed to undertake the project.

CONSL first examined the "lore" or empirical knowledge of new special libraries, surveying not only the professional literature for prior research and articles, but also the messages on the value of special libraries which SLA has directed to management through its publications and articles. CONSL then undertook a series of research projects designed to test this knowledge and to provide further insights on such questions as:

1. How many new special libraries are there?
2. What is the growth rate of new special libraries?

3. What kinds of organizations do these new special libraries serve?
4. What are the influences which operate to bring them into existence?
5. What are the influences or factors at work during the early years of life which help the new special library become successfully established or which lead to its failure?
6. Are there patterns of factors or common factors which can be identified and used to stimulate the establishment of new special libraries and ensure their success?

The Illinois Chapter area was used for the research. Although the sample corresponded closely to the universe of new special libraries in that area it is hoped that the Illinois Chapter project will serve as a pilot or model for similar studies to confirm or extend the findings of the pilot study in Illinois.

Three studies employing various research techniques were conducted. These were:

1. a census of new special libraries in the Illinois Chapter area, conducted by mail questionnaire;
2. in-depth interviews with librarians and managers from organizations which had successful new special libraries and with librarians who had been involved with new special libraries which had failed, using group discussion techniques;
3. a study of selected critical factors in new special libraries, again conducted by mail questionnaire.

This report synthesizes the results of CONSL's investigations in three areas: the demography of new special libraries, influences in the pre-establishment period, and critical factors in the first five years of life.

THE DEMOGRAPHY OF NEW SPECIAL LIBRARIES

While the primary purpose of the census of new special libraries was to identify such libraries for further research, the results of the census are of interest since they provide the basic dimensions of the universe of new special libraries in the area studied.

Fifty six new special libraries were reported to have been established in the Illinois Chapter area in a period of just over five years, that is, between January 1, 1973 and March 1978. Measuring the rate of new library establishment over this period produces a 5-year growth rate of 27 per cent which is in the range suggested for somewhat earlier periods by Kruzas (25 per cent in the five year period 1963-68) and Woods (16.7 per cent between 1964 and 1970).[3]

The majority - 48 or 86 per cent of the new special libraries - are located within the Chicago metropolitan area. Of these, two thirds are in the city; one third, in the suburbs, corresponding to the trend of organizations to locate outside of the central city.

Not-for-profit organizations accounted for 40 per cent of the new special libraries. This was influenced by the large number of health science libraries although not-for-profit organizations in other subject areas also contributed to the total. In terms of broad subject area, business accounted for 19 new special libraries; science-technology, 16; the health sciences, 10; and law, 5 new special libraries. Six other subjects in the social sciences and humanities accounted for the remaining 6 new special libraries.

THE PRE-ESTABLISHMENT PERIOD

What situations and attitudes occur in organizations and lead to the establishment of a library? Part of CONSL's research was directed toward obtaining information about these influences.

What kind of information resources existed in the organization before the librarian was hired? The need for information was well recognized. Over 80 per cent of the librarians indicated that in the pre-establishment period their managements were aware that they needed information and that their information resources were poor. Just over two-thirds of the librarians indicated that employees were already using published materials.

In about one-third of the organizations, there already was or had once been a library -- either a former library now being revived, a library staffed by a clerk, or in a few cases, division or departmental libraries which were being consolidated. In two-thirds of the organizations, the librarians actually started the library, either from unorganized materials or from a collection in some stage of development through past organization by a temporary librarian or consultant (47.8 per cent of the organizations) or from "scratch" (17.4 per cent).

What was management's primary expressed reason for establishing a special library? Although 80.4 per cent of the organizations realized their information resources were poor or disorganized, the perceived need expressed for establishing a library varied about equally between organization of materials and for information service. Although managements were aware of a need for information and perceived that a library was needed, only 13 per cent of the librarians indicated that their managements had a realistic picture of what such a library could or should do for them.

Were there any specific pressures which transformed the library idea into action? Over 90 per cent of the librarians were able to identify one or more specific pressures which led to the organization's decision. The two most frequently mentioned were an increased need for information resources (37.4 per cent) and professional standards which required a library (31.4 per cent). Other specific pressures which were mentioned include the desire for economy or coordination (in the cases of the libraries which were consolidations or expansions of departmental libraries) and the availability of grant funds which could be applied to the establishment of a library.

One of the questions of particular interest to CONSL was that of a possible "trigger" to establishment. Given the presence of a quasi-library (a collection of materials more or less organized) and the impetus from the various pressures, what actually set the library planning process in motion? Eighty per cent of the librarians were able to identify a specific trigger

event or person. For half of the libraries, the trigger was a person or persons who took an active interest and pursued the idea. Thirty per cent of the librarians identified an event as the trigger. While in these cases there undoubtedly was a person who took an active part, nevertheless the identification of an event pinpoints an additional influence which may tip the balance toward establishment.

Most of the events arose from major organizational changes -- physical moves, consolidations of several departments, or a reorganization of the company. In a few cases the library was planned as a component of the new organization and was established along with the opening of the organization's offices.

Where do these organizations turn for help in planning the library? in hiring the librarian? Actual contact with Illinois Chapter consultation or employment services was minimal. Only 17.3 per cent of the organizations were familiar with or had used SLA publications or consultation although Illinois Chapter has an active consultation service. The first planning step in the majority of the organizations was to hire a librarian. Two-thirds of the librarians obtained their jobs in these new special libraries through non-library connected channels of communication. Word of mouth or personal contact accounted for 26.1 per cent of the hirings. The other major sources were newspaper advertisements and employment agencies. Only one-third of the librarians were hired through library channels, with library school contacts accounting for most of the hirings. The Chapter employment service accounted for 8.7 per cent of the hirings. Half of the librarians hired to establish the special libraries had previous professional experience in special library work; half did not.

CRITICAL FACTORS IN NEW SPECIAL LIBRARIES

CONSL realized early in its work that the formation of a new special library is a continuing process and that the hiring of a librarian, which CONSL defined as the establishment of the library, is part of this process. The hiring of the librarian may make the new special library visible but it does not necessarily make it viable. Since the purpose of encouraging the establishment of new special libraries is to encourage the establishment of successful new special libraries, it is important to identify the influences at work in the first few critical years of life as well as those at work before the library is established.

The axiom that every special library is unique is as true of new special libraries as of long-established ones. Nevertheless there are certain factors which are of common concern. These factors center on goals, management, the librarian, users, and economics. These are important to all special libraries but they are particularly important to the new special library because its youth and inexperience makes it particularly vulnerable.

CONSL studied various aspects of these factors in the context of successful new special libraries, in the context of new special libraries which had failed and with all the new special libraries in its sample. Literally hundreds of specific factor statements were developed. Each embodied some aspect of one of the five categories. Finally a limited number were selected to represent what were hypothesized to be the most important to the successful establishment of the new special library.

Goals and/or the goal setting process is important to the new special library. The specific goal statement, policy, statement of purpose, job description, etc., is not so important as the opportunity for continuing communication between management and the librarian as they engage in the process. Librarians should develop their own goals for the new special library. Most do and such individual goals reflect the personal commitment and initiative of the librarians. Only 40 to 65 per cent of the new special libraries were engaged in some sort of goals process with management. Libraries less than three years old and libraries which were in shaky conditions were even less likely to be involved in goal setting with management.

While goals, statements of purpose, policies, or job descriptions are not a critical factor, that is, their absence does not automatically doom the library, they are an important indicator of the communication and understanding between management and the librarian which is necessary to the new special library's success.

Management attitudes toward and expectations of the library are critical factors. We have already described two aspects of management attitudes and expectations. These were management's involvement in library goals and the organization's familiarity with information service and expectations of the library's function. Both were as likely to be absent as to be present.

Such factors as a stable organizational location, management level position for the librarian, and job description are important indicators of management attitudes. Although just over 75 per cent of the librarians indicated that the librarian's position was a management level position, 13 per cent indicated it was a clerical level position. Almost 11 per cent did not know how they were classified. Only half of the librarians had job descriptions. Less than half indicated that management recognized that a special library required undivided attention and did not expect the librarian or library staff to take on non-information service functions. About 75 per cent of the librarians indicated there was a clear-cut chain of command from the library to a top executive. Almost as many, about 70 per cent, indicated the library's organizational location was stable -- that is, it had not been transferred to a succession of managers. Unclear chains of command or organizational reshuffling can be symptoms of problems in the organization. Whether it is the organization or the library that is the problem, such dislocation and relocation can be a warning signal.

Another aspect of management's attitude toward the new special library is the question of the individuals or groups of individuals who are active supporters of the library. A very high percentage -- 95.5 -- of the librarians indicated they have at least one important executive who is a friend of the library and they saw their "friend at the top" as highly important. However, about three fourths of the librarians also recognized that the library must have a sizeable group of users to survive. The older libraries were more likely to have acquired such a group than were the newer libraries who had had less time to build a clientele.

Although the friend at the top is important and such a person may have been the trigger for the establishment of the new special library, the interviews with the new special libraries which had failed underlined the importance of the need for wider support. If the continued presence of the friend at the top is the critical factor in the life of the new special library, then the library is going to fail when that support is withdrawn.

A librarian who is assertive and can promote the library effectively is an important factor. The librarians in the new special libraries recognized that the factors which depended on their initiative -- learning about the organization and its information needs, developing information services, and communicating with management and users -- were highly important and almost all the librarians indicated they were attempting to do these things. In part this highly positive response is due to respondent bias. But CONSL also observed that most of the librarians had a definite commitment to the success of their special library. Their effectiveness varied, however, according to the responsiveness of their management and their own lack of experience in knowing what message they needed to get across.

Almost all of the librarians were able to identify their users and potential users by department or interest and were attracting users from all levels of management. Middle management had the slight edge in providing users but the most important management level varied from organization to organization. In some, lower management or general staff levels were the most important users; in others, top management was.

Two aspects of economics were considered: the economic environment of the organization as a whole and the specific support of the library. An organization's financial health is an important indicator to the new special library. Financial problems are an early warning signal of cutbacks which may affect the new special library. Financial problems may be the critical factor which means the demise of the new special library. The librarians in the new special libraries had little awareness of or experience with the economic climate of their organizations and were unable to identify the influence or importance of the organization's financial problems to the library. Although more experienced special librarians are sensitive to the economic climate, the relatively inexperienced librarians in new special libraries are not yet so attuned.

The librarians were able to respond more clearly to the library's own economic condition in terms of adequate space, budget and staff. Seventy per cent of the new special libraries had adequate funds although many did not have formal budgets. Sixty per cent had adequate space. Only 41.3 per cent of the new special libraries had adequate professional and clerical staff.

CONCLUSION

Although it has been long assumed that the special library movement has been influential in promoting the establishment of new special libraries, CONSL's investigations indicate that such influence is not evident beyond the presence of a vague recognition by management that such a thing as a library is possible. The formation of new special libraries is a phenomenon which occurs with little direct influence or assistance from the special library profession.

While organizations may be aware of their need for better information resources and conclude that they need a library, they are not likely to have a realistic understanding of how such a library should function or of the resources that must be committed to it. The action the organization usually takes to start its library is not planning or consultation, but the hiring of a librarian. The librarian of the new special library is very likely to be without experience in special librarianship and so for both organization and librarian the establishment of a new special library becomes a process of trial and error.

CONSL's investigations did not produce a cookbook recipe for special library establishment and health. It did not pinpoint a list of positive factors or influences which must be present or conversely, a list of negative factors or influences which must be present in order for a library to fail. However, the research did identify certain factors or influences which are significant indicators of a new special library's viability.

The goal of the SLA should be the establishment of successful new special libraries. To reach this goal SLA should reach out more actively to management and professional groups with the special library message.

The special library message should be changed. The need for information, the need for better information resources, and the need for organization and coordination of materials, all traditional selling points, are generally acknowledged within organizations. The message that needs to be conveyed is one that centers on improving perceptions of the role and status of the library in the organization and on the librarian as a professional information specialist. Such a message is complex and requires a more visible, more effectively organized consultation service.

SLA should offer more active assistance to the inexperienced librarians in new special libraries. Many do seek help through joining SLA, through the Consultation Services of the Chapters, and from other special librarians. But these contacts are usually for specific purposes and are limited in the amount of time which can be spent and in the amount of information which can be exchanged. An organized Chapter program of consultation and education, specifically for new special librarians would be more effective in contributing to their basic understanding of the situations in which they work and aid them in establishing successful new special libraries.

CONSL is making specific recommendations to the Illinois Chapter. We hope these recommendations will lead to effective Chapter programs to help new special libraries become successfully established. We hope these programs will serve as models just as we have intended this research to serve as a model.

THE ORIGINS OF SPECIAL LIBRARIES: REVIEW OF PRIOR RESEARCH

Where do special libraries* come from?

(a) From under cabbage leaves.
(b) Out of the night, when the pale moon is shining.
(c) They were created in the year 6016 B.C.
(d) They "just growed".
(e) None of the above.

The questions for these multiple choice answers are: (a) babies; (b) Zorro; (c) the religious Fundamentalists' year of Creation; (d) Topsy (although the answer is not without some validity).

The purpose of this paper is to provide a review of prior research on how special libraries originate. Most of the literature, excluding histories of individual libraries, dates from the early days of the special library movement. The two most relevant studies are Anthony Kruzas' survey of business and industrial libraries from 1820 to 1940[1] and Samuel Rothstein's study of the development of reference services.[2]

The modern special library, founded as a working collection to provide efficient information service to business, industry and government, emerged around the turn of the century (1890-1910) as a vigorous new movement. As early as 1928, the growth of special libraries was cited as the outstanding feature of library service.[3] In 1968, this was reaffirmed by Jessee Shera, who characterized the twentieth century as "the era of special libraries".[4] As recently as 1972 Bill M. Woods summarized "the single most significant development in special libraries during the past twenty years is their growth in numbers".[5]

Reliable statistics to illustrate the growth of special libraries are difficult to find. Most statistics on special libraries have been reconstructed indirectly using SLA membership directories or directories of special libraries. The results must be used with great caution since the definition of what is included in the special library category varies from source to source and because of the almost axiomatic assumption that special libraries are under-reported. Many special libraries are "invisible" because of their small size, because their staff members do not participate in the library community, or because some other parameter places them outside the criteria of the directory.

Nevertheless, all available statistics do point to continued long-term growth in the special libraries category. Anthony Kruzas prepared a statistical report on special libraries in the United States[6] in connection with the 1963 edition of his Directory of Special Libraries and Information Centers.[7] In this study, Kruzas established that of the 1,324 company libraries known in 1963 (and for which a founding date was known), 68 per cent were established after 1940 and 43.9 per cent were established between 1950 and 1962. For the 699 government libraries, 63.8 per cent were established after 1940 and 33.7 per cent, between 1950 and 1962. Overall, (including college, university and public library departments and "other organizations") the growth in the number of special libraries was 51.2 per

cent after 1940 and 30.5 per cent between 1950 and 1962.[8]

In Kruzas' Directory, 13,000 special libraries and information centers are reported -- an overall 5 year increase of 25 per cent. Bowker's American Library Directory, while reporting figures significantly different from Kruzas (e.g., a total of 9,521 special libraries in 1970) over the same period, still reaches a significant growth rate of over 16.7 per cent for 1964-70.[9]

Kruzas, in his doctoral dissertation, published in monographic form as Business and Industrial Libraries in the United States, 1820-1940, presents a number of conclusions regarding the origins of company libraries during that period which should be of value in providing an orientation for research on how special libraries are being formed in the present day.

Kruzas based his research on reports and records of individual libraries established between 1820 and 1940. He divides the period into two phases, one dealing with libraries whose beginnings were before 1900, and one dealing with libraries founded in the twentieth century. His rationale for this division is that libraries in the earlier period developed more or less on their own while libraries originating after 1900 were influenced more directly by developments in the field of librarianship and by the growing special library movement.

Kruzas identified two basic types of collections from which professional library services grew:

1. Professional and technical collections. Most of the oldest special libraries were organized from professional or technical collections maintained by business firms for the use of lawyers, actuaries, scientists, and engineers. Legal, mathematical and actuarial collections in insurance companies; scientific libraries in chemical and pharmaceutical companies, and technical libraries in consulting and engineering firms, manufacturing companies, and public utilities are among the types of libraries cited by Kruzas.[11]

2. Business records and data files. During the same period the professional and technical collections were growing, another type of special library was evolving from collections of data essential to the operations of financial firms. Although technical libraries might add unpublished records and reports, the basis of the collection was published, scientific literature. In the case of the financial libraries, there was no large body of published literature and the collections usually began with accumulations of working records -- company annual reports, dividend reports, newspaper clippings, statistical data, government documents, and a variety of non-book materials. Kruzas found that most of these financial collections were initiated when the companies were founded. Among the types of libraries which began in this manner are: investment bankers, investment firms, commercial banks, and business services. Libraries in this last type of firm were unique in being formed to maintain the raw material from which the company produced a marketable product.[12]

Kruzas identified several basic patterns by which these collections evolved into company libraries. The first two patterns account for about two-thirds of the cases he studied.

1. Libraries evolved gradually in departments where they were needed by a professional group in the company.

2. A library program was organized when materials scattered through the company were organized into one place (consolidation and centralization).

3. A library developed from the personal collection of a company official.

4. A library was created by managerial fiat, often with the hiring of a librarian. This pattern became more prevalent after the organization of the SLA in 1909. Not only did the SLA actively engage in the promotion of company libraries but its membership also offered a pool of consultants to set up libraries and of special librarians to fill the posts thus created.

5. Technical or business libraries were superimposed on previously established recreational or educational collections for employees. (These earlier libraries, directed toward the general reading needs of employees, are not considered direct ancestors of company libraries where the function is to provide on-the-job information needs. However, they did break the ice in introducing the library concept to the company and often vestiges of their original purpose lingered on in the newer company libraries whose purpose was to provide work-related information services.

Several other characteristics of library formations were also noted by Kruzas.

6. In the 1920s and 1930s, it was common to establish a library simultaneously with a research department or research laboratory.

7. Often, separate libraries for technical and business or general reference would be established in the same company.

8. Departmental origins varied widely and included research (the most widely mentioned), personnel, sales, accounting, statistical, filing, information, promotion, and advertising.[13]

Samuel Rothstein, in his study of the development of reference services, has summarized the progress of the reference function in special libraries and found basic differences between the functions of scientific and technical libraries and of business libraries which influenced their formation and growth.[14] The difference, simply expressed, was that in the formative period (1910-1940) libraries had either of two main functions:

1. The collection and organization of literature for use by company employees - the control of literature. This function was most common in scientific and technical libraries.

2. The "management of print" and information service idea which saw the library as the primary and most efficient source of information to the company - the provision of service. This advanced concept was the basis of the modern concept of the special library and found its most successful application in business libraries.

The factors which influenced this difference in function arose in the nature of the parent organization, its size, and traditional attitudes toward research so that the function of the library was determined largely by the milieu in which the library operated. Rothstein points out how much of an uphill fight it has been for many scientific and technical libraries to move into amplified reference services as before research became a group

function, it was considered the individual scientist's or technician's responsibility to conduct his own literature research.

The influence of the modern special library movement and the SLA has been mentioned earlier. The importance of this influence cannot be underestimated. The libraries of Arthur D. Little (1886) under Guy Marion and Stone & Webster (1900) under George W. Lee were models for many of the new special libraries and could still serve as such today. Marion and Lee were charter members of SLA and actively promoted the special library concept of service. Marion, after leaving Arthur D. Little, was an organizer of special libraries. SLA itself published many articles and pamphlets promoting special library service to business and industry and provided a focal point for the newly emerging special libraries and special librarians.

There are undoubtedly many other circumstances behind the how and why of special library formations. But these circumstances have not yet been explored. Our knowledge of how special libraries are formed has been derived largely from individual library histories which happen to divulge how the formal library began. This knowledge can provide part of the information needed to determine more precisely how special libraries are formed today and, possibly, to determine more exactly how to encourage their development and continued growth in the future.

The theory of historic causality postulates three causal factors which precipitate events: institutional factors, prevailing ideas, and fortuitous convergence.[15] Applying this theory to the formation of new special libraries, we can postulate many of the institutional factors: the information explosion extensively cited during the 1950s,(but recognized at the turn of the century); the presence of companies large enough to support a library; the recognition of the need to organize scattered materials or to improve the use of collected materials. Among the prevailing ideas might be the special library movement and the now well-developed idea of special library value; the tools of the trade which have been developed over the 60-odd years of our history; and the recognized need for secondary research. But what is the catalyst that provides the fortuitous convergence of the first two factors to initiate the event - the formation of a new special library? We need to study all three factors. It is in our study of the third that we shall find our challenge.

THE DEMOGRAPHICS OF NEW SPECIAL LIBRARIES IN THE ILLINOIS CHAPTER AREA

How many special libraries are there in Illinois Chapter? Where are they? What kind of organization do they serve? How did they get started?

In an attempt to answer these questions, the Illinois Chapter Committee on New Special Libraries (CONSL) conducted a mail survey of the Chapter in March 1978. Although the primary purpose of the survey was to identify librarians in new special libraries for a second phase of research, the results of the first survey provide information on new special libraries which is of interest in itself. Brief notes on the methodology, definitions, and limitations of the survey will be found at the end of the report.

How many special libraries? Fifty-six new special libraries have been established since January 1, 1973 and are still operational. Using as a base the number of special libraries in the Illinois Chapter (208 in the 1977-78 Directory), 27% are less than five years old. Table 1 lists the number of new special libraries by year of establishment. It would appear that an increase in the rate of new special library establishment has occurred in the last two years. However it must be kept in mind that the figures for 1973-75 may also reflect that some of the new libraries formed have closed already. (See Table 1)

Where are they? Forty-eight (86%) of the new special libraries are located within the Chicago metropolitan area with 32 in the city and 16 in the suburbs. (Table 2)

What kind of organization do they serve? Thirty-three (60%) of the new special libraries were located in for-profit organizations; 23 (40%), in not-for-profit organizations. (Table 3) In terms of broad subject area, business led with 19 new special libraries, followed by science-technology (14 libraries) and the health sciences (10 libraries). (Table 4)

How did they get started? Forty-three of the libraries were identified by their librarians as being new; 6 were former libraries being re-established; 4 were libraries which were being staffed by a librarian for the first time; and 3 were consolidations or expansions of department libraries. (Table 5)

Table 1
New Special Libraries
by Year

Year	New Libraries Established	Total Libraries in Chapter
1973	9	192*
1974	6	181
1975	8	172
1976	15	207
1977	16	208
1978	1	not available
unknown	1	
	56	

Table 2
New Special Libraries
By Geographic Location

Location	Number of Libraries
Chicago Metro Area	48
Chicago	32
Suburban	16
Illinois (outside CMA)	6
Indiana	1
Iowa	1
	56

*from Chapter Directory for year.
Excludes public and university libraries.

Table 3
New Special Libraries
Profit/Non-Profit

Affiliation	Number of Libraries
For Profit	33
Not For Profit	23
Association	8
Government	3
Health Services	10
Other	2
	56

Table 4
New Special Libraries
By Subject Area

Subject Area	Number of Libraries
Business	19
Science-Technology	14
Health Sciences	10
Law	5
Philanthropy/Social Welfare	2
Transportation	2
Other	4
	56

Table 5
New Special Libraries
By Founding Category

Category	Number of Libraries
New	43
Re-established	6
First professional	4
Consolidation/Expansion	3
	56

NOTES

Note 1: The survey was sent to Illinois Chapter membership and to a supplementary list of non-SLA member special libraries compiled by CONSL. Librarians were asked to respond if their library fit the definition of a new special library (See Note 2) and/or if they knew of a new special library which might not be known to CONSL.

Note 2: New special library was defined as a special library which was established or re-established after being dormant for a period of time in 1973 or later and was, at the time of the survey, either operational or closed.

Note 3: The number of new special libraries may be assumed to be under-reported for several reasons. It is hypothesized that (1) there are new special libraries which received but did not respond to the questionnaire; (2) there are new special libraries which are yet unknown and so did not receive the questionnaire; (3) there are new special libraries which have been established and closed within the period. Although CONSL was particularly interested in locating libraries from this last group, it had limited success in doing so.

Note 4: Special libraries which are part of public or academic libraries are excluded from this report.

CRITICAL FACTORS IN NEW SPECIAL LIBRARIES
SMALL GROUP DISCUSSIONS

The Committee on New Special Libraries conducted a pilot investigation with a carefully selected sample of new special libraries in order to identify factors important to new special libraries and to gain some insight into the processes that cause them to be discontinued.

Two types of special libraries established in the five year period 1973-78 were chosen: libraries which were successful and firmly established and libraries which had "died" or been discontinued. Managers who had been involved with the libraries' establishment and librarians from the successful libraries were interviewed. From the defunct libraries only the librarians were interviewed.

The method was the small group discussion in which the participants talked, somewhat informally, about their libraries. Several committee members acted as interviewers, guiding the discussions along a prepared outline of topics. Two sessions were held - one with two successful libraries, one with four defunct libraries. The group sessions were taped and later transcribed.

SUCCESSFUL LIBRARIES

The managers and librarians from the successful new special libraries expressed a number of factors which led to active planning for a library. One organization had a quasi-library - a central collection which had once been cataloged in addition to d epartmental reference collections. The other organization had a mass of unorganized material, primarily internal in origin.

Both managers were aware that they used information in their jobs and that their methods of obtaining it were inefficient.

> When I would get a new project, the first thing I would do would be to troop off to the...library... But it became apparent to us that we were doing a very poor job of literature research. (Manager)

> It came out of all the investigative work that we were getting into...constantly on the phone calling authorities...we realized that we did not have a research department...someone we could just turn to... (Manager)

Various combinations of events and persons combined to set the planning in motion for both libraries. In both, the planning for a new special library was actively encouraged by the chief executive officer. In one case, a single manager took on the project; in the other, it was a committee which included a particularly active individual.

Other influences present in one or both situations included:

- -a physical move which incorporated plans for a library.
- -growth and expansion of the organization which resulted in a number of new employees
- -increasing sophistication and broadening scope of the work which intensified the need for information
- -turnover in staff which resulted in a loss of "corporate memory" as to work which had already been done in the organization.

Both managers perceived that a librarian was needed and both turned to personal acquaintances who were librarians. One manager was referred to the Illinois Chapter of the Special Libraries Association and thence to the consultation and employment services. This influenced the organization's evolving picture of the projected library and the organization's requirements for the librarian.

> We wanted somebody innovative, somebody who could bring in some ideas, expanding the library beyond a library. (Manager)

The other organization was directed to library schools where they might list their job. At this point, the organization's conception of what they needed to obtain information service was fairly limited to organization of the existing collection: they were looking for a part time cataloger.

> We had a very limited idea of what we wanted the library to do when we first got into it. (Manager)

> My feeling was that any company that advertised for a cataloger 10 hours a week probably didn't really know what they needed...I just began to survey what the actual information needs were and it gradually got beyond just the cataloging concept to the use of information in general. (Librarian)

> One of the first things I did was to find out what we had, see what the work of the [organization] was ...trying to tailor the services...(Librarian)

They also took steps to introduce or undertake information service:

> I found out that people were more concerned about finding things in the library than my getting information for them...I gave them an idea of the kinds of things a library could do for them on their job... I think my problem is that I'm underused. (Librarian)

> Our library is a very entrepreneurial type of thing and if it had been somebody else, I think that everything probably would now be cataloged, but there would be one person there probably part time. It's grown as the library can add and take on other tasks... I don't think we would have been capable of [researching/ answering some sophisticated questions] 4 years ago

> and the library is a big factor in doing it. (Manager)

Continuing involvement in goal setting and library planning was also evident on the part of both managers and librarians in these libraries.

> We have goals...but it was accidental. We started from absolutely zero and I think [the library staff] are doing things that I never would have expected would be done three years ago...We're looking for substantial growth in the library. (Manager)

> I think the library is beyond where they expected it to be at this time. (Manager)

> I've set my own goals...what I would like to accomplish before a year is over. (Librarian)

Both organizations had library committees which afforded managers and the librarian an opportunity to discuss the library on an on-going basis. The committees were functioning somewhat differently in each organization. In one, the library committee served as an arbitrator for administrative problems arising - purchasing, duplications, billing procedures. In the other organization the library committee was involved in evaluating library performance (the library did a good deal of analysis and interpretation as well as research), determining what functions the library should take on, and codifying objectives.

The successful libraries, while having similar management commitment and support, goals and objectives, a need for and use of information, and entrepreneurial librarians, also differed in their organization and the way in which they operated.

One library began essentially from internal materials and continued to limit its collection to "first resort" reference materials since the major part of its work was in new and widely different areas. It depended on other libraries and non-print sources for such information. The librarian was also heavily involved in analysis and interpretation of information as well as identification and location. Throughout the entire group discussion both the librarian and manager felt that they had something "special" going, which indeed they did, but they did not recognize it as a personification of the "special library idea" with which they were basically unfamiliar. This attitude also was apparent in their discussion of library staff qualifications - whether a librarian or library technician was wanted or whether a subject-educated person was more desirable.

The other library which was built up from a quasi-library status had a fairly well delineated subject field for which it was appropriate to build a collection for on-site use. Information service also tended to be more oriented toward identification and location or referral, with the user analyzing and interpreting. Management, through the influence of SLA consultation, had gone through a process of refining its initial expectations for the library and its requirements for a librarian with the result that the organization was aware of the special library idea and was more knowledgeable in its early dealings with the library and the librarian. Thus,

even though this library was established several years after the first library, it seemed further ahead in the security of management's expectations toward the library's function and the professional librarian's contribution. While the first organization saw its successful library as a matter of luck and the librarian as an exceptional person, the second saw its successful library as a matter of careful planning and while it regarded its librarian as exceptional, it also recognized that the selection of that person was also the result of careful identification of the characteristics desired.

DEFUNCT LIBRARIES

Although the small group discussion technique was also used for the second group of libraries, the discussion outline varied since the focus was on why these libraries had died.

Three of the four librarians also found quasi-libraries in existence: the fourth began with an unorganized mass. They described the libraries as:

> private collection...set up by the [executive] and his secretary with a consultant...(Librarian)
>
> ...The library was already there...it was fairly extensive...[run by a nonprofessional] (Librarian)
>
> ...a place where they kept their samples and catalogs...primitive [organization]...[the junior person on staff in charge] (Librarian)

The librarians all indicated that a need for organization was perceived by management. However, although the librarians in three of the libraries perceived a need for information service by at least part of the organization, they did not indicate that management expressed such a need.

In two of the libraries, an individual at the top was primarily responsible for initiating the library and/or hiring the librarian.

> [-a consulting executive who set up library]...I was supposed to go under that man...He died the weekend after he hired me...My [new] supervisor was an extremely busy man, he was too far at the top to be concerned with the library. So he shifted me...this gentleman was a very pleasant man but he had no understanding of what a library did. (Librarian)
>
> I was hired by the head of personnel who said "catalog the books". So I started cataloging... [The impetus actually came from the chief executive officer who] wanted the library just to have a convenient place he could find things when he wanted them... (Librarian)

Both of these librarians retrospectively identified one top executive in each organization as <u>the</u> motive force behind the library and saw the library as a status symbol to these individuals. In one case, when the executive was removed, the library had no real support at the top where decisions were

made. The other library was in similar straits: although the library was used by some departments it was more of a luxury which could not be supported without the personal interest of the executive who wanted it.

Two of the librarians found that non-information functions ate into the time they wanted to spend on the library while a third managed to avoid the non-information function.

> They decided to make me the records manager in addition...they kept increasing the records management work. (Librarian)
>
> The mail was just tremendous. Routing it was a good part of that job. (Librarian)
>
> One management objective was that I should handle purchasing supplies. My objective was to evade that job and I did.... (Librarian)

None of the librarians complained of a lack of adequate space - several even commented that the space was too fancy. Only one managed to add the clerical assistance needed; two had no clerical staff at all despite repeated requests. Only one library had a budget. One of the librarians without one went so far as to say:

> ...there was no budget. I tried to, I was very budget conscious when I first got there. I thought oh my God if they ever see how much this library is costing them I'll be out the front door in a minute. But that never happened. (Librarian)

The librarians did attempt to introduce information services and to sell the use of the library.

> I tried to publicize the fact that the library was theirs and a professional tool they should make more use of...I was still trying to do reference work [despite added non-library functions]. (Librarian)
>
> I tried to start as soon as I got there, not only cataloging and learning the language... [of the subject field] but also trying to provide some type of reference service...tried to get out and meet them in their offices...see what type of information they could use...(Librarian)

One of the librarians was heavily involved in organization of a collection of catalogs, samples, and other non-traditional materials which comprised the information resources of the organization. The librarian took on related functions which added to these resources. It was evident to the librarian and the organization that the organization of the collection which

the librarian achieved was in itself of primary importance. This librarian also provided information service:

> "I was able to do research for them, which they had also not anticipated at all, had no idea that librarians could get them business information." (Librarian)

Only one librarian was not particularly active in initiating reference service.

> "I just tried to keep up with the daily things... people came in and used the library...Maybe it would have been a good idea to sit down and [talk to the] people who just don't know what it's there for." (Librarian)

And, the organizations were proud of their libraries and frequently showed them off.

> "They were proud of the library and every time they'd bring someone around on a tour, they would always come to the library and show it off." (Librarian)

> "They used to show [people] around and say 'This is my professional librarian', you know, like it was something unique." (Librarian)

But management was not involved in or interested in goals or objectives. Again, most of the librarians tried to set their own.

> "They had no goals or objectives. I drew up goals and objectives both in the library field and records management. I drew up my own job description...Whatever I wanted to write down as a goal was fine with my supervisor." (Librarian)

> "I don't know that there really was anything other than the fact that it was there and they used it. I was hired just to keep it going. I didn't have long range goals particularly, other than there's always things you want to do." (Librarian)

> "Not really...I was interviewed by the head of personnel who had been told to go out and get a librarian. After about a year the library was put under [the director of research] so at that time we did try and formalize some of these things." (Librarian)

> When I was hired the management goals at that time were to clean up the mess...My own objectives were to educate management in what a librarian could do and I think I slowly succeeded in that. (Librarian)

With these factors at work - either positively or negatively - what precipitated the end? The librarians were asked to name two or three critical factors which led to their leaving. All responded that at least one factor was economics - the organization was in financial difficulties either internal in origin or as a result of an industry-wide decline. A second factor in three of the libraries was lack of interest or commitment to the library or to a professional librarian on the part of top management which made the decisions and/or the middle management users who might have defended it. The librarian in the fourth library indicated that the library essentially outlived its need once the research department was eliminated. The library still could exist as the executive's personal interest but by this time the librarian began to feel that the library's days were numbered.

Actually, none of the libraries completely died. The librarian left and was not replaced but the collection, as far as any of the librarians knew, was still there, either unstaffed or in the hands of a clerk or secretary.

> I was informed that the library was going to be dissolved, my position would no longer exist. I was asked to make the long range plans as to how one would dissolve a library. I tried to make an outline of how a secretary would continue some of the functions...the room is still there, someone is still checking in magazines...I believe by the end of the year they will no longer have a library. (Librarian)

> I was under no pressure...I probably could have stayed there a lot longer...There was never any question that they were going to phase out the library...They simply never replaced me...the clerk was there until she decided to leave and they didn't replace her. (Librarian)

> They have a collection and they think that they still have the library...They cannot do without that collection...they absolutely must have the information...[When business is slow] they apparently find a way of functioning, inefficiently...When they are pressed for time again it'll revert back to its former condition and get worse and worse until they again bring in professional help. (Librarian)

One of the organizations replaced the librarian with a clerk. When the organization's economic "crunch" eased, they offered the librarian the job once more, apparently feeling they could switch back and forth as the budget allowed.

The librarians involved in these situations all experienced at one time or another a sense of personal failure. Each had feelings of frustration or regret that they themselves could have done better or done something different to avoid the library's decline and/or demise. Even though the various economic "crunches" which their organizations experienced were beyond their control, those librarians whose libraries were needed felt they should have tried harder to get the special library idea across and gain the support of top management. However, as they described their situations and early dealings with their respective organizations, it is apparent that only one had an inkling that things might go wrong but since the librarian had already left her last job, she felt committed to try to work things out in the new organization.

As in the successful libraries, although the situations were somewhat different, the libraries had certain factors in common. Often these factors were negative rather than positive or were initially positive factors which somehow reversed themselves. When several negative factors combined, the question of the library's viability became critical.

In summary, the major factors identified in the discussion are as follows:

-Economic pressure either originating within the organization or outside of and affecting the organization is a very critical factor to a new special library.

-Lack of goals, unrealistic goals, and the lack of management interest and support when the librarian tries to formulate and evaluate short and long-range goals is a critical factor.

-Lack of a clear need for a library, lack of widespread use, and lack of acceptance of the librarian as a professional are also critical factors.

-When the prime mover behind the establishment of the special library turns out to be a "one man show", with little support behind him, the special library's position can become very precarious. The library's existence in such cases depends heavily on the power, effectiveness, and corporate "immortality" of one person.

-From the point of view of most special librarians, when the librarian leaves, the library dies. In reality, the collection is seldom packed away or disposed of. Rather the collection remains and certain functions may continue under a clerk or the library may be eventually resurrected by once again hiring a librarian.

CRITICAL FACTORS IN NEW SPECIAL LIBRARIES: REPORT OF A SURVEY

The purpose of the critical factors survey was to test for the presence of selected influences or factors in the new special libraries in the Illinois Chapter area and to obtain the opinions of the librarians in these new special libraries about the importance of those factors. The survey also collected data on the various influences which led to the establishment of the library.

METHOD

In June 1978 a questionnaire was sent to the librarians of 56 new special libraries in the Illinois Chapter area. Respondents were to return the questionnaire by July 14. Reminders were sent to non-respondents and the final cut-off date for responses was August 12. A total of 46 respondents replied out of the sample of 56 librarians for a response rate of 82%. Of the ten non-respondents, three librarians responded long after the final cut-off date, two librarians had left their companies and the questionnaires were not forwarded, and the reasons for the five remaining non-responses were not identified.

The questionnaire consisted of three sections in two parts. Part 1 included multiple choice questions which covered the conditions present in the company prior to the establishment of the library.

Through preliminary research, review of relevant literature, and its own discussions, the Committee on New Special Libraries identified a number of factors important to the successful establishment and early years of a new special library. The factors tended to fall into five categories:

1. Goals: The presence of goals, mission statements, objectives and/or statements of purpose for the organization, the library, and for the librarian personally.
2. Management: Management's experience with and attitudes toward the use of information and special libraries and its attitudes toward the library.
3. Librarian: The librarian's experience with and attitudes toward the use of information and special libraries and its attitudes toward the library.
4. Users: Identification of primary and/or important users and user groups.
5. Economics: Both internal and external - the economic status of the library and the economic status of the organization and how it affects the library.

Some factors were quite general, e.g. the relative prosperity of the organization. Others were specific and might apply only to certain situations, e.g. the presence of an advisory committee, or existence of a formal budget for the library.

39 factors were selected for further research from the lengthy lists of factors. These were embodied in factor statements for which the respondent was to be asked, first, for their presence in the specific new special library,

and second, for a rating on how important they were to any new special library. This comprised Part 2 of the survey.

INTERPRETATION

The respondents were able to respond to most of the factor statements despite the limitations of a mail survey. A few statements, despite testing of the questionnaire, were confusing to the respondents and this showed up in the tabulations.

Several characteristics were used in tabulating to break down the total responses for possible variation. The breakdowns were not carried too deeply because of the small size of the total sample. For the first section of Part 2, presence of factor, the following variables were tested:

1. Response by age group of library (1973-75 or 1976-78)
2. Response by status of library (healthy vs. shaky).

For the second section of Part 2, importance, responses were tested in terms of whether the respondent had answered yes or no in the first section, presence of factor. The results of the variations are not presented in tabular form but are commented on in the text where they appear to be of significance.

The librarians were asked to rate the factor statements on a scale ranging from extremely important to not at all important. In arranging the data, it was found that the responses tended to cluster around three points on the scale: extremely to very important; very to moderately; and moderately to slightly. In order to make the reporting of the ratings as clear and as accurate as possible, weighted averages were taken and arranged on a three point scale: highly important, corresponding to the extremely to very important range; moderately important, corresponding to very to moderately; and low importance, corresponding to moderately to slightly important. Where the ratings scattered considerably across the scale or where numerous respondents expressed no opinion, this is commented on in the text.

Finally, two particular constraints should be kept in mind when reading the results of the critical factors survey. First is the small size of the sample. Even though it represents a large proportion of the universe of new special libraries, the number involved is very small. Second, these librarians are expressing opinions from their own, relatively new situations and from different situations. Some specific factors, while highly important to certain libraries, are irrelevant to others. Other factors, while highly important to the health of the library, are simply outside the experience of these relatively new situations.

For each statement, the respondent was asked first to check whether that statement applied to the respondent's library (Yes, No, Don't Know). Second, the respondent rated the importance of the factor on a five point scale which ranged from "extremely important" to "not at all important". A category of "no opinion" was offered as a sixth point on the scale.

Finally, the respondent was asked to indicate whether the library was established (healthy) or shaky as far as future support was concerned. Space was provided at the end of the questionnaire for additional comments.

DEFINITIONS

Special library was defined as a library within a company or other organization whose organizational goal was other than library service. Special libraries or departments which were part of public, university, or state libraries were excluded.

A new special library was defined as one established within the past five years. The inclusive dates of establishment therefore were January 1973 through March 1978.

FINDINGS: PART 1

The first part of the questionnaire was designed to collect information about why the library was started, how the librarian was hired, and what sort of collection or material existed in the pre-establishment period.

What Was There Before?

Almost two-thirds of the librarians reported that they had actually started the library, either from a mass of unorganized or poorly organized materials (47.8%) or "from scratch" (17.4%). The remaining libraries were or had been in some further stage of development, either as a library staffed by clerks (21.7%), as a former library now unstaffed (8.7%), or as division or departmental libraries which were now to be merged (4.4%). Several respondents indicated that they were aware that their libraries had gone through several stages of development before a professional librarian was hired. For example, a mass of unorganized materials was organized by a librarian/consultant; then the library was staffed by a non-professional; finally, a professional was hired. (See Table 1.)

Why Establish A Library?

Tables 2, 3, and 4 report the reasons given for starting the library.

First, the librarian was asked to recall the primary reason the organization gave for starting a library during the librarian's early contacts with the organization. A need for information service (43.8%) was given with about the same frequency as a desire for organization of materials (37.5%). Four librarians (8.3%) recalled that their organization perceived a need for both. Five (10.4%) recalled that organizational change was the primary expressed reason. (See Table 2.)

Over 90% of the libraries reported that one or more specific pressures or factors led to the organization's decision to start a library. The remaining libraries reported no specific identifiable pressures or gave no answer. 37.3% of the libraries reported that an increased need for more information resources was a determining factor in the decision to start a library. This pressure for more information resources was further pinpointed as coming from government or consumer demands, from the organization's employees, and/or from technological innovations in the subject field.

31.4% of the libraries reported that impetus for the library was provided

Table 1

Pre-Establishment State
Of New Special Libraries

Pre-Establishment Status	Number of Libraries	Percent of Libraries
Library started "from scratch"	8	17.4 %
Mass of unorganized or poorly organized materials	22	47.8
Former library, unstaffed	4	08.7
Library staffed by nonprofessionals	10	21.7
Consolidation/expansion of division libraries	2	04.4
Total Libraries	46	100.0 %

Table 2

Primary Expressed Reason For
Establishment of Special Library

Reason	Number of Responses*	Percentage
Organization of materials	18	37.5 %
Information service	21	43.8
Both	4	8.3
Reorganization or consolidation of parent organization	5	10.4
	48	100.0 %

*Base: 48 reponses from 46 libraries

Table 3

Pressures or Factors Influencing
Establishment of New Special Library

Pressure/Factor	Number of Responses*	Percentage
Need for more information resources	19	37.3 %
Professional standards	16	31.4
Economics/coordination	3	05.9
Availability of grant funds	3	05.9
Records management	1	01.9
Opening of facility	2	03.9
Other, not specified	3	05.9
No/no answer	4	07.8
	51	100.0 %

Base: 51 responses from 46 libraries

by the existence or introduction of professional or accreditation standards for library service. Although several different types of libraries were included in this category, the effect of professional standards was most evident in organizations in the health service field. Other factors which were mentioned by a few of the libraries included: a need for economy and efficiency through coordination of information resources, the availability of grant funds for a library, the fact that a library had been planned as part of the organization and was established at the same time as the organization, and a need for records management. (See Table 3.)

Given the presence of a quasi-library (an unorganized mass or a collection of materials more or less organized) and the impetus provided by the various pressures, what set the library planning process in motion? Eighty percent of the librarians were able to identify a specific "trigger" which transformed the predisposition toward a library into action. For half the libraries, the trigger was a person or persons.

> One person took on the project.
>
> Interest of a specific manager in library information service.
>
> One person took an active interest and pushed.
>
> Lower management expressed the need. Upper management thought it would be "nice". One person took on the project.
>
> Librarian hired as a researcher and created the impetus to organize.
>
> Two people pushed and planned - the trigger was probably a combination of the right board members and increased funds.
>
> Whether or not the need for a library existed previously, one was not established until an individual or individuals saw the creation of a library as an opportunity to enhance their own position within the corporate power structure.

Thirty percent of the libraries identified an event as the trigger. While in these cases there undoubtedly had to be a predisposition toward a library present and persons who took an active part in planning it, nevertheless the identification of an event as the trigger pinpointed an additional factor, which, in combination with other impetuses, may tip the balance in favor of a library.

Most of the events rose out of major organizational changes. Nine libraries mentioned the trigger events as a physical move of the organization, physical consolidations of departments, or reorganization of the company.

> The company was moving and expanding. It incorporated the library plans into the move.
>
> Move to a new building included a centralized library.
>
> A corporate merger/physical move.

Table 4

"Trigger" For The
New Special Library

Trigger	Number of Libraries	Percent of Libraries
Person(s)	23	50.0 %
Event	14	30.4
Consolidation/physical move	7	
Formation of organization	3	
Reorganization	2	
Desire for accreditation	1	
New contract/new subject area	1	
None	9	19.6
Total	46	100.0 %

Table 5

Method of Hiring First Librarian

Method	Number of Libraries	Percent of Libraries
Library channels	16	34.8 %
Library school contact	9	19.6
SLA employment service	4	08.7
Other library-connected-communication	3	06.5
Non-library channels	30	65.2
Personal contact	12	26.1
Newspaper advertisement	6	13.0
Employment agency	6	13.0
Within organization	5	10.9
Other non-library connected-communication	1	02.2
Total	46	100.0 %

Table 6

New Special Libraries By
Year of Establishment

Year	Number of Libraries
1973	7
1974	5
1975	5
1976	17
1977	11
1978	1
	46

Table 7

Health of New Special Libraries

Period of Establishment	Healthy		Shaky/Borderline	
	No.	%	No.	%
1973-75	13	76.5 %	4	23.5 %
1976-78	23	79.3	6	20.7
Total	36	78.3 %	10	21.7 %

Three libraries indicated plans for a library were a part of the formation of the organization. A desire for accreditation and the need for a library to support a new contract in a new subject area were the other trigger events. (See Table 4.)

How Was The Librarian Hired?

Although almost 20% of the librarians were hired through contact with a library school, almost two-thirds of the librarians were hired outside of library channels. The most common method was through direct contact or word of mouth - 26.1% of the librarians reported they were hired in this way.

> Through a friend.
>
> Recruited directly.
>
> Learned of position through personal contact.

Newspaper advertisements and employment agencies accounted for another 26% of the positions with 13% each. Recruitment from within the organization itself accounted for 10.9%.

Among the library-connected methods, library school contacts were most important, followed by the SLA Chapter employment service with 8.7% of the positions. Other library-connected methods included a Library Journal advertisement, contact through a library technology program, and contact through a public library. (See Table 5.)

Library Characteristics

Two characteristics of the new special libraries were obtained for comparative purposes. One was the year the library was established. (See Table 6.) These figures reflect the age of the responding libraries and are not representative of new special library formation by year. More accurate figures on the latter will be found in the summary of the Survey of New Special Libraries.

The second characteristic obtained was the health of the library. The librarian was asked to judge if the library was healthy and thriving or if its future seemed uncertain. About 78% of the librarians considered their libraries to be in healthy condition. Some of the comments were:

> Established - but still growing rapidly.
>
> The library is more secure now than it has ever been. The [standards] are more specific than before, putting more pressure on the organization to maintain an adequate library.
>
> Established. Librarian has left and been replaced immediately [several times] always at a higher salary.
>
> Healthy and established though situation could change.

The librarians who judged their libraries to be shaky also commented:

> Somewhat shaky. They [managers] don't allow the professional enough time to really establish the library.

> The problem in being the first professional is that management is always issuing challenges and does not realize the "professional" aspects of the librarian's occupation.
>
> If the professional should leave, the library [i.e., the collection] would still exist, but not the service.
>
> Shaky - the priorities [of the organization] are always changing and the status of the library reflects this flux.
>
> I really don't think a replacement person with library experience would be sought...the library such as it is would be allowed to collapse.
>
> Since the establishment of the library the librarian had had four different supervisors and the library has changed floors. Due to the constant re-location and reorganization throughout the entire [organization] the position of the library and the librarian has not remained clearly defined.
>
> The library is firmly established in the minds of the personnel; however, the library is severely limited - in many respects stagnated. I'm not sure I could recommend it to another professional.

FINDINGS: PART 2

Goals

Most of the librarians in new special libraries (93.4%) reported that they have set their own goals and objectives for the library in addition to such goals and objectives as may have been set in consultation with management. However, significantly fewer reported that they had worked with management to establish a framework for the library in terms of a mutually agreed upon statement of purpose, goals, or job description. Only 65.2% indicated that the librarian and management had agreed on a statement of purpose; 56.5%, on goals; and only 50% on a job description for the librarian. Less than half of the librarians reported that management had provided the librarian with corporate or organizational goals. (It should, of course, be borne in mind that some organizations may not have engaged in the process of developing formal goals.)

The new special libraries which were 3 to 5 years old (established between 1973 and 1975) were more likely to have stated library goals (71%) or to be aware of organizational goals (59%) than were the libraries less than three years old (established between 1976 and 1978). Among the new libraries, only 56% reported library goals and only 41% were aware of corporate or organizational goals.

Healthy libraries were also more likely to be aware of corporate goals (72%) than were shaky libraries (20%), to have statements of purpose (72% vs. 40%), and job descriptions (58% vs. 20%).

In rating the factor statements in terms of their importance to new special

libraries, the librarians rated them as highly important with one exception. This was the provision of corporate or organizational goals which was rated as only moderately important.

Management Factors

One group of factor statements in the management category dealt with the organization's familiarity with information service and the use of information in the pre-establishment period. Over two-thirds of the librarians indicated that employees were already using a large body of published materials in their work. Twenty percent of the librarians indicated the employees in their organizations were aware that their information resources were poor or disorganized and so initiated the establishment of a library.

Less than half of the organizations were familiar with the special library idea and only 17.4% were familiar with or had used Special Libraries Association services such as publications, employment services or consultation services. Further, very few organizations (13%) had a realistic picture of what they expected of a library. About two-thirds of the organizations did not have realistic pictures of the library and almost 20% of the librarians did not know what picture the organization had. The shaky libraries unanimously reported that their organizations did not have realistic expectations of the library's function. The older special libraries were more likely to have management which was familiar with SLA services than were the newer libraries.

The factor statement that the librarian was primarily hired to catalog books was included to test the management perception that organization rather than information service was needed. Only 28.3% of the librarians reported that this factor was present.

Overall, these factors were rated of moderate importance. Familiarity with the special library idea and specifically with SLA services was rated of low importance. However, librarians who had reported that their managements were familiar with SLA services or with the special library idea rated the factor of moderate rather than low importance.

The second group of factor statements in the management category dealt with the question of what individuals or groups in the organization were active in establishment of the library.

A very high percentage - 95.5% - of the librarians reported that within their organization, there was at least one important executive who was a friend and supporter of the library. Fewer, or 73.9%, indicated that their libraries needed a sizable user group to survive. However, almost 90% of the librarians in the older libraries reported the presence of a sizable user group was a factor in the libraries while only two-thirds of the new libraries did.

Both factors were rated highly important although the small group of librarians (21.7%) who had indicated that the necessity for a sizable user group was <u>not</u> a factor in their libraries showed no clear agreement on its importance, rating it all along the scale from extremely to not at all important. There was no significant difference in presence of the user factor between healthy and shaky libraries.

TABLE 8

Goals for
New Special Libraries

Factor Statement	Yes (%)	No (%)	Don't Know/ No Answer (%)	Importance
The librarian has set personal goals and objectives for the library.	93.4	2.2	4.4	High
The librarian and management agree on a statement of purpose for the library	65.2	19.6	15.2	High
Management and the librarian work together to establish the library's goals.	56.5	36.9	6.6	High
The librarian and management agree on a job description for the librarian.	50.0	39.1	10.9	High
Management provides the librarian with corporate (or organizational) goals	41.3	58.7	---	Moderate

Base: 46 libraries

TABLE 9

Management Factors in
New Special Libraries

Factor Statement	Yes %	No %	Don't Know/ No Answer %	Importance
Management realized its information resources were poor or disorganized and initiated the establishment of a library.	80.4	19.6	----	Moderate
Before the library's establishment, the organization's employees were already using a large body of published materials in their work.	67.4	19.6	13.0	Moderate
Management and/or users are familiar with the special library idea from contact with other special libraries.	41.3	41.3	17.4	Low
Management is familiar with or has used SLA publications, consultation service or employment service	17.4	73.9	8.7	Low
Management had a realistic picture of what it expected from a library before the librarian was hired	13.0	67.4	19.6	Moderate
The librarian is generally hired to catalog books.	28.3	65.2	6.5	Low

TABLE 9 (continued)

Factor Statement	Yes %	No %	Don't Know/ No Answer %	Importance
There is at least one important executive who is a friend and supporter of the library.	95.6	4.4	---	High
While one person may have sparked the establishment of the library, the library must have sizable numbers of users to survive	73.9	21.7	4.4	High
There appeared to be one influential person who identified the need for a library and instigated its establishment	71.7	17.4	10.9	Moderate
There appeared to be a group of individuals in the organization who identified the need for a library and instigated its establishment.	65.2	28.3	6.5	Moderate
There must be a direct and clear chain of command from the library to a top executive.	73.9	23.9	2.2	High
There is stability in the library's organizational location. The library is not transferred to a succession of managers	69.5	28.3	2.2	High
Management recognizes that a special library required undivided attention and does not expect the librarian or library staff to take on functions not related to information service.	43.4	50.0	6.6	Moderate
The librarian's position is a management or professional, rather than a clerical position within the organizational structure.	76.1	13.0	10.9	High
Management supports the librarian when the need arises.	67.4	21.7	10.9	High
The library has an advisory committee.	26.1	73.9	---	Low

The two other factor statements in this group were designed to be mutually exclusive, identifying those libraries whose establishment had been influenced by one person and those whose establishment had been influenced by a group. The responses, however, overlapped. It is therefore unclear which factor - the individual or the group - may be more frequently responsible for establishing a new special library.

The third group of factor statements dealt with the library's place in the organization. Seventy-four percent of the librarians indicated that there was a direct and clear chain of command from the library to a top executive. Almost as many, 69.5%, indicated that the library's organizational location was stable, that is, it had not been transferred to a succession of managers. However, 23.9% indicated there was not a clear chain of command to a top executive and 28.3%, that the library had not been organizationally stable. These two factors were rated highly important.

Only 43.4% of the librarians indicated that management recognized that a special library required undivided attention and did not expect the librarian or library staff to take on non-information service functions. Among the shaky libraries, only 10% indicated that this factor was present. It was rated of moderate importance.

Two factor statements covered specific aspects of the librarian's position in the organization. The first, that of a job description, is repeated from the goals category. Only half of the librarians reported that the librarian and management had agreed on a job description for the librarian. Thirty-nine percent reported the factor was not present and 10.9% did not know if there was a job description. Seventy-six percent of the librarians indicated that the librarians position was a management, rather than clerical, level position. Again, 10.9% did not know. Both these factors were rated of high importance.

Two-thirds of the librarians indicated that management supported the librarian when the need arose; 21.7% felt they were not supported by management. Management support was rated highly important.

Librarian Factors

The factor statements regarding the librarian's own efforts in establishing the library were present in almost all of the libraries with 97.8% of the librarians indicating they took immediate steps to learn about the organization and its informational needs; 93.5% developing information services and 95.6% making continuing efforts to demonstrate to management that the library is making positive contributions to the goals of the organization. A slightly lower percentage, 80.4%, indicated they were constantly selling the library to the organization. Almost 83% of the librarians felt they had assertive personalities. All these factors were rated as highly important.

Half the librarians had previous professional experience in special library work; half did not. This was seen as moderately important although the librarians who had previous professional experience rated it as highly important.

Table 10

Librarian Factors in
New Special Libraries

Factor Statement	Yes %	No %	Don't Know/ No Answer %	Importance
The librarian takes immediate steps to learn about the organization and its needs.	97.8	0.0	2.2	High
The library staff develops information services.	93.5	6.5	0.0	High
Continuing efforts are made to demonstrate to management that the library is making positive contributions to the goals of the organization.	95.6	0.0	4.4	High
The librarian is constantly selling the library to the organization.	80.4	13.0	6.6	High
The librarian has an assertive personality.	82.6	13.0	4.4	High
The librarian has had professional experience in special library work.	50.0	50.0	0.0	Moderate

Table 11

User Factors in
New Special Libraries

Factor Statement	Yes %	No %	Don't Know/ No Answer %	Importance
The librarian can define a group(s) of users and potential users.	93.5	6.5	0.0	High
The library is used by top management	87.0	13.0	0.0	High
The library is used by middle management.	97.8	2.2	0.0	High
The library is used by general staff.	87.0	10.8	2.2	High
It is important to survival that some services be tailored to the needs of the "power structure".	67.4	19.6	13.0	Moderate

User Factors

Over 93% of the librarians were able to define a user group or groups, by department, interest, or similar criteria. Almost 98% of the libraries were used by middle management while 87% were used by top management and general staff. All four factors were rated of high importance.

About two-thirds (67.4%) of the librarians indicated that some services were tailored to the "power structure". About 20% indicated this was not done in their libraries while 13.0% did not know, which at least suggests that a deliberate attempt is not made to tailor services to this group in these libraries. The factor was rated of moderate importance.

Economic Factors

Two types of economic factors were studied: those affecting the organization as a whole and those specific to the library. The responses given by the librarians to the factor statements on the economic condition of the company indicate the librarians have had little experience of or awareness of the economic climate in which the library operates.

Sixty-three percent of the librarians reported that the library had been established in a period of relative prosperity; 24% indicated it had not, while 13% did not know. Similarly, 69.5% of the librarians indicated other departments in the organization had been expanding when the library was established; 19.6% indicated they had not, while 10.9% did not know.

Only 10.9% of the libraries had been affected by economic problems within the organization. Fifty percent had not and 39.1% indicated "Don't Know", by which it might be assumed such problems had not occurred during the relatively short life of the library.

There was a significant difference in response to economic experiences between the older libraries and the new libraries. Of the libraries established between 1973 and 1975, only 47% indicated they had been established in a period of relative prosperity. Fifty-nine percent indicated that other departments in the organization were also expanding. Among the newer libraries (1976-78), 72% indicated they were established in a period of relative prosperity and 76% indicated other departments were also expanding. The older libraries (18%) were also more likely to have faced the effects of economic problems in the organization than were the newer libraries (6%).

Although librarians rated economic prosperity as a moderately important factor, they were unsure of the significance of the library's being one of the first departments to be affected by economic problems or by general departmental expansion. About 40% simply expressed no opinion on the former while about 25% expressed no opinion on the latter. The remainder rated the library's being one of the first departments to be affected by economic problems as of moderate importance while general expansion within the company was regarded as of low importance.

The librarians were able to respond more clearly to the factor statements

Table 12

Economic Factors In
New Special Libraries

Factor Statement	Yes %	No %	Don't Know/ No Answer %	Importance
The library started in a time of relative prosperity.	63.0	24.0	13.0	Moderate
Other departments in the organization were expanding in size during the period of the new special library's establishment.	69.5	19.6	10.9	Low
The library was one of the first departments to experience the effects if the organization faced economic problems.	10.9	50.0	39.1	Moderate
The library has a budget.	58.7	36.9	4.4	Moderate
The organization supports the library in terms of adequate professional and clerical staff.	41.3	56.5	2.2	High
The organization supports the library in terms of adequate budget	69.5	28.3	2.2	High
The organization supports the library in terms of adequate space.	60.9	36.9	2.2	High

about the library's own economic condition.

Only 41.3% of the libraries indicated adequate support in terms of adequate professional and clerical staff. Only 69.5% reported they had an adequate budget (meaning supply of funds) and 60.9% felt they had adequate space. Seventy-eight percent of the healthy libraries indicated an adequate budget while only 40% of the shaky libraries did. The older libraries tended to indicate space problems: 53% reported adequate space while 66% of the new libraries reported adequate space. All three factors were rated highly important.

Although only 58.7% of the libraries had a formal budget, this factor, to some extent, reflects the organization's own budgetary procedures. The presence of a budget was rated as moderately important.

Presence of Factors

While it was not the purpose of this survey to measure the performance of new special libraries in terms of the presence of these factors, some general observations may be made.

The factor statements which were present in the greatest proportion of libraries were those involving the librarian's own attitudes and activities on behalf of the library. Of the 12 factors which were present in at least 80% of the libraries, 6 stem from the librarian's activities, 4 from the identification of user groups; and only 2 from management attitudes.

The most common management factor found in 95.6% of the libraries, was the presence of at least one important executive who is a friend and supporter of the library. The other most common management factor, found in 80.4% of the libraries was management's realization that its information sources were poor and so initiated establishment of a library.

Three factors were present in less than 20% of the new special libraries. The factor least often found was the economic factor of the library's experience with economic problems. Its low randing, however, stems more from limited experience of such events since the proportion of those who were unfamiliar with the situation was high (39.1%).

Two related management factors also scored low. These were management's familiarity with SLA services and management's realistic picture of its expectations for the library.

The majority of the management, goals, and economic factors fell in the middle range, being present in from 40% to 75% of the new special libraries. Most of these factors require a degree of management commitment and interest in the library and/or the librarian's knowledge of the organization and involvement in relating the library to management and the organization.

Importance of Factors

The factor statements were all rated as of some importance, that is, no factor was rated in the aggregate as not at all important.

Those factors which were rated as highly important centered around the presence of goals or statements of purpose for the librarians, the manage-

ment factors of an important executive to support the library, the position of the librarian and the library in the organization, the librarian's attitudes and activities, users, and the economic factors of adequate staff, space and budget.

Those factors which were rated of moderate importance included those relating to management's expectations in regard to the special library's function, the organization's predisposition toward the use of print, and the economic climate of the organization. One librarian factor - previous special library experience - was considered moderately important. Another factor which was rated only moderately important was the factor statement regarding management's recognition that the special library staff should devote full time to the special library.

Only 5 factors were rated of low importance. Three of these - familiarity with the special library idea, familiarity with SLA, and the perception of the librarian as a cataloger - relate to management's conception of the library.

Table 13

Factors Most Frequently Found
in New Special Libraries

Factor	% of Libraries
The librarian takes immediate steps to learn about the organization and its information needs	97.8%
The library is used by middle management	97.8%
Continuing efforts are made to demonstrate to management that the library is making positive contributions to the organization	95.6%
There is at least one important executive who is a friend and supporter of the library	95.6%
The librarian has set personal goals and objectives for the library	93.5%
The library staff develops information services	93.5%
The librarian can define a group (or groups) of users	93.5%
The library is used by top management	87.0%
The library is used by general staff	87.0%
The librarian has an assertive personality.	82.6%
Management realized its information resources were poor and initiated	80.4%
The librarian is constantly selling the library to the organization	80.4%

Table 14

Factors Least Often Found
in New Special Libraries

Factor	% of Libraries
The library was one of the first departments to experience the effects if the organization faced economic problems	10.9%
Management had a realistic picture of what it expected from a library before the librarian was hired	13.0%
Management is familiar with or has used SLA publications, consultation service, or employment service	17.4%

Table 15

Relative Importance of Factors
To New Special Libraries

Highly Important Factors

Goal Factors:

In addition the librarian has set personal goals and objectives for the library.
The librarian and management agree on a statement of purpose for the library.
Management and the librarian work together to establish the library's goals.
The librarian and management agree on a job description for the librarian.

Management Factors:

There is at least one important executive who is a friend and supporter of the library.
While one person may have sparked establishment of the library, the library must have sizable numbers of users to survive.
There must be a direct and clear chain of command from the library to a top executive.
There is stability in the library's organizational location. The library is not transferred to a succession of managers.
The librarian's position is a management or professional, rather than a clerical, position within the organizational structure.
Management supports the librarian when the need arises.

Librarian Factors:

The librarian takes immediate steps to learn about the organization and its information needs.
The library staff develops information services.
The librarian has an assertive personality.
Continuing efforts are made to demonstrate to management that the library is making positive contributions to the goals of the organization.
The librarian is constantly selling the library to the organization.

User Factors:

The librarian can define a group(s) of users and potential users, e.g. by department or interest.
The library is used by top management.
The library is used by middle management.
The library is used by general staff.

Economic Factors:

The organization supports the library in terms of adequate professional and clerical staff.
The organization supports the library in terms of adequate budget.
The organization supports the library in terms of adequate space.

Table 15 (con't)

Moderately Important Factors

Goal Factors:

Management provides the librarian with corporate (or organizational) goals.
Management realized that its information resources were poor or disorganized and initiated the establishment of a special library.
Before the library's establishment, the organization's employees were already using a large body of published materials in their work.
Management had a realistic picture of what it expected from a library before the librarian was hired.

Management Factors:

There appeared to be one influential person who identified the need for a library and instigated its establishment.
There appeared to be a group of individuals in the organization who identified the need for a library and instigated its establishment.
Management recognizes that a special library required undivided attention and does not expect the librarian or library staff to take on functions not related to information services.

Librarian Factors:

The librarian has had professional experience in special library work.

User Factors:

It is important to survival that some services be tailored to the needs of the "power structure".

Economic Factors:

The library started in a time of relative prosperity.
The library was one of the first departments to experience the effects if the organization faced economic problems.
The library has a budget.

Factors of Low Importance

Management Factors:

Management and/or users are familiar with the special library idea from contact with other special libraries.
Management is familiar with or has used SLA publications, consultation service or employment service.
The special library has an advisory committee.

Librarian Factors:

The librarian is generally hired to catalog books.

Economic Factors:

Other departments in the organization were expanding in size during the period of the new special library's establishment.

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[13]Ref (1) pp.64-74.

[14]Ref (2) pp.62-73.

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Appendix A

A Selected Bibliography of Books and Articles on Special Libraries for Management Audiences

I. Books

Meltzer, Morton F. The Information Center, Management's Hidden Asset. New York, Am. Management Assn., 1967.

Strable, Edward G., editor. Special Libraries: A Guide for Management. New York, SLA, 1975.

II. Articles

Boucher, Jean. "Does Your Firm Need a Technical Library?" Consulting Engineer. Dec. 1974. p.70+.

Clausen, N.M. "Your R & D Library...." Industrial Research and Development. Sept. 1978, p.64+.

Dermyer, Angela. "Try on a Company Library." Industry Week. Aug. 1, 1977, p.56+.

Doebler, Paul D. "Whatever Happened to the Company Library?" Management Review. Nov 1973, p.48+ (condensed from Publisher's Weekly, Aug. 20, 1973).

Forest, R.B. "Let's Go to the Library." Infosystem. Dec 1977, p.78+.

"Guide to Organizing and Maintaining a Company Information Center or Library" Best's Review (Life ed). Dec. 1977, p.86+.

Lavendel, Giuliana. "Special Libraries." Chemical & Engineering News. April 18, 1977, p.34.

Masters, Fred N. "Why - A Company Library?" Industrial Research. Jan. 1973, p.52.

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"The Role of the Special Library." Canadian Imperial Bank of Commerce Commercial Letter. July-Aug 1971, p.1+.

Strable, Edward G. "The Chicago Marketing Information Scene." Chicago Marketing Scene. Feb/March 1971, p.8+.

Zimmerman, A.R. "Library Services for Members: How the FHL Banks Can Help." Federal Home Loan Bank Board. Sept. 1978, p.13+.

Appendix B

A Selective, Annotated Bibliography of Articles from Special Libraries on New Special Libraries and Library Management

I. NEW SPECIAL LIBRARIES

"The Special Library Consultant, Some Pragmatic Guidelines", Dorothy Albert. SL, 63:11, November 1972. p.507.
Outline of points to be covered in consulting on new special libraries, or the imporvement or evaluation of existing special libraries.

"Accreditation Standards and Architectural Libraries - A Status Report", Jane Conrow Henning. SL, 66:11, Nov. 1975. p.538.
The development of the accreditation policies which have influenced libraries associated with schools of architecture is traced.

"Hospital Library Standards: An Administrator's View", William P. Koughan. SL, 66:12, Dec. 1975. p.588.
Koughan's view is that current standards may encourage the establishment of hospital libraries, they do not force the administrator to give any attention to its quality.

"So You Want to Start a Municipal Reference Library", Gertrude Pinkney. SL, 64:9, Sept. 1973. p.378.
Discusses starting municipal referemce ;obraroes. Mentions socio-economic influences which have made this a growing field.

II. DEATHS OF SPECIAL LIBRARIES

"When a Library Job Ends. . .Find Another!", Paula M. Strain. SL 61:7, Sept. 1970. p.363.
Experiences in closing down a special library are described. The professional ethics of a library without a librarian are also discussed.

"Organizational Placement of the Industrial Special Library: Its Relationship to Success and Survival", Herbert S. White. SL: 64:3, March 1973. p.141.
Because researchers usually have a greater appreciation for library services, it has been generally assumed that special libraries operate more effectively reporting through research than through management. Experiences during the recent wave of industrial retrenchments make re-examination of this assumption appropriate.

III. ECONOMICS AND SPECIAL LIBRARIES

"The Vulnerable Corporate Special Library/Information Center: Minimizing the Risks", William S. O'Donnell. SL, 67:4, April 1976. p.179.

Discusses economic problems in the business world which threaten special libraries and discusses possible steps to minimize the risk of discontinuance of the library/information center.

IV. MANAGEMENT-LIBRARY RELATIONS

"Head Librarian and Manager: Dynamics of a Creative Relationship", Norman J. Crum. SL 61:9, Nov. 1970. p.486.
Analysis of librarian-manager relationship, present concepts for making the relationship more creative.

"The Management of Libraries as Professional Organizations", Miriam A. Drake. SL 68: 5/6, May/June 1977. p.181.
Some of the major issues associated with the management of libraries as organizations are discussed and the proposition is set forth that libraries are not providing effective information services because the goals and attitudes of library professionals are in conflict with the goals of libraries and organizations.

"What Management Expects of Its Library Function", Elmer W. Earl, Jr. SL 52:8, October 1961. p.448.
This paper was part of a panel on salary structures for librarians but the author's position as a manager provides valuable insight from their side of the fence.

"Libraries Are Business, Too!", Shirley Echelman. SL 65:10/11, Oct./Nov. 1974. p.409.
The working environment of the special library along with the library's relationship to the larger institutional environment of which it is an integral part.

"What Do Libraries Do All Day? Some Management Questions", Richard S. Huleatt. SL 61:2, Feb. 1970. p.78.
Discusses effective two-way communications between the library and management and the basic philosophy and integrity of the library itself.

"A Management Concept of the Modern Special Library", Ernest M. Sable. SL 55:1, Jan. 1964. p.23.
Another contribution from the management viewpoint.

"The View from Management's Bridge" by Margaret N. Sloane and "Communicating with Management" by Elizabeth M. Walkey. SL 57:8, Oct. 1966. p.564+.
In these, librarians speak for the importance of understanding management's point of view.

Appendix C

An Evaluation of the Research Method

The Illinois Chapter Committee on New Special Libraries intended its research to be not only an information gathering project but also a pilot study for similar research in other geographic areas. It is therefore appropriate to append a few notes on the methods used.

CONSL used three methods:

1. a brief mail questionnaire, directed to the universe of all known special libraries in the Chapter area, including libraries not represented in SLA. This was designed to locate the new special libraries for the critical factors survey.

2. the critical factors survey, another mail questionnaire was directed to the universe of all new special libraries in the Chapter area. This was a complex questionnaire. Its purpose was to collect additional "demographic" information, to test for presence of certain factors in the libraries and to find out how important the librarians felt these factors were. While this was important to CONSL's pilot research in order to focus on the most important aspects of these factors, it need not be repeated in future research. Such future research would build on these preliminary findings and seek deeper insights into the five critical areas. Such insights would not be supported by numbers but by qualitative judgments.

3. two group discussions, with carefully selected samples, one of librarians and managers from successful new special libraries, one of librarians from new special libraries which had failed. The group discussions covered essentially the same ground as the critical factors questionnaire and their purpose was to identify factors for use in the questionnaire.

For future research, meaningful results can be obtained from a combination of quantitative and qualitative methods as follows:

1. a mail survey of the universe of new special libraries in a geographic area, collecting demographic information.

2. personal interviews or small group discussions with selected samples of new special librarians (and where possible, managers) representing libraries in the various states of health to obtain qualitative information about the areas of goals, management, economics, users, and the librarian.

The mail questionnaire could be done in one step, using a questionnaire based on a combination of CONSL's first mail survey and selected questions, primarily from Part I of CONSL's second mail survey.

The personal interviews on group discussions would allow greater clarification of both questions and answers and result in good insight into the

factors critical to the libraries, the purpose of this second phase being to examine the factors in the context of the libraries rather than to evaluate the libraries in terms of the factors. This is an important difference to keep in mind because the intent of the second phase of research is not to predict the viability of a specific library but to learn what factors improve viability or conversely can serve as warning signals.

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March 6, 1978

To: Illinois Special Librarians

From: The Committee on New Special Libraries of the Illinois Chapter, Special Libraries Association

Jan Ahrensfeld
Eva Brown
Bill Budington
Elin Christianson
Lorraine Ciboch
Dick Davis
Jane Kelsey
Peggy Sullivan

We need your help.

The Committee on New Special Libraries (CONSL) represents a relatively new activity in the Chapter. We've made a few announcements at Chapter meetings and we ran a short description of our mission in the Informant. But by and large we have been working away rather quietly and inconspicuously during the past year.

What we have been trying to do is to determine and document the kinds of critical factors and influences which lead to the establishment of new special libraries -- to answer the question: what brings new special libraries into existence? Not surprisingly, we also are giving some attention to the factors which cause special libraries to languish and die -- to answer the question: what causes special libraries to go out of existence?

What's the purpose of such an investigation? Well, we have the notion that if we can identify what causes new special libraries to blossom into life, we might be able to encourage the blossoming process. And, if we know what leads to the dissolution of special libraries, we might learn how to take preventive measures.

CONSL believes that the work we have done the past year -- mostly through pilot focus group interviews with some of our colleagues -- has begun to identify some of the factors we seek. We are ready to test our findings. To do so, we need to identify all those librarians who have been involved with the establishment of new special libraries in Illinois:

-- by new we mean a special library which was established during 1973 or later and is either currently operational or has been closed.
-- by new we also mean a special library which was reestablished after being dormant for a period of time and now is either operational or closed.

Our goal is to identify every new special library -- so defined -- and every librarian who has knowledge of a founding whether that librarian is still working in the new library or not.

SPECIAL
LIBRARIES
ASSOCIATION Illinois Chapter

235 Park Avenue South, New York 10003

an association of
specialized librarians
and information scientists
—putting knowledge
to work—since 1909

telephone 212/777-8136

If you are one of that special group of librarians, won't you kindly fill out the attached form and return it as indicated? We will follow up with a questionnaire form which will ask you to evaluate the critical factors we have identified in terms of your own experience.

To all of you: if you know someone who should receive this letter and probably has not, please fill the name in on the form and return it as indicated.

Many thanks for your cooperation.

March 1978

FORM TO IDENTIFY NEW ILLINOIS SPECIAL LIBRARIES (1973 TO PRESENT) AND THEIR FOUNDING LIBRARIANS

Please return to: William S. Budington
Committee on New Special Libraries
The John Crerar Library
35 West 33rd Street
Chicago, IL 60616

NAME OF LIBRARY: _____

ADDRESS: _____

_____

NAME OF FOUNDING LIBRARIAN: _____

SUBJECT FIELD OF LIBRARY: _____

YEAR LIBRARY WAS ESTABLISHED: _____

CATEGORY:
(Check One) New Library _____

Former library re-established _____

Other _____

_____

CURRENT STATUS:
(Check One) Operational _____ Closed _____

NAME OF RESPONDING LIBRARIAN _____

ADDRESS (Business preferred) _____

_____

TELEPHONE _____

Special Libraries Association

Illinois Chapter

June 22, 1978

TO: Librarians in New Special Libraries

FROM: The Committee on New Special Libraries, Illinois Chapter, Special Libraries Association

Thank you for your response to our questionnaire of March 6 which was seeking librarians who have been involved with new special libraries in Illinois Chapter.

Now we are back again to ask you to share with us your experiences in establishing a special library.

In its preliminary research, the Committee on New Special Libraries (CONSL) has identified a number of factors which seem important to the establishment and health of a new special library. We would like to have your judgement about these factors in terms of their presence in your own situation and in terms of their importance.

The questionnaire has two parts. Part 1 asks about the presence of certain conditions or influences existing prior to the establishment of the special library.

Part 2 asks for your experience during the early period of the library's life. For each factor, first indicate if it was present in your new special library by answering either yes, no, or don't know. Then indicate on the second scale how important you feel this factor is to a new special library even if the factor was not present in your particular situation. Although at first glance it may seem all are equally important, we are looking for fine shadings of difference and hope you can identify them for us. You may find it helpful to read through the group of statements before answering them. Your anonymity will be preserved.

If you have questions about this survey, feel free to call one of the CONSL members listed below.

The completed questionnaire should be returned by July 14, 1978. A return envelope is enclosed for your convenience.

Thank you for your cooperation in this project. We hope it will lead to more and better special libraries.

Jan Ahrensfeld, Blue Shield Association. (312) 440-5510
Eva Brown, Chicago Library System. (312) 269-3010
William S. Budington, The John Crerar Library. (312) 225-2526
Elin Christianson. 219) 942-5536
Lorraine Ciboch, ITR Biomedical Research. (312) 996-4688
Richard A. Davis, Graduate School of Library Science, Rosary College. (312) 366-2490
Jane Kelsey, Northern Trust Co. (312) 630-4670
Peggy A. Sullivan, Chicago Public Library. (312) 269-3044

CRITICAL FACTORS IN SPECIAL LIBRARIES

QUESTIONNAIRE

JUNE 1978

COMMITTEE ON NEW SPECIAL LIBRARIES
ILLINOIS CHAPTER
SPECIAL LIBRARIES ASSOCIATION

RETURN BY: JULY 14, 1978

TO: Mrs. Elin Christianson
141 Beverly Blvd.
Hobart, IN 46342

PART 1.

1. Please give the year the library was established. _____

2. In the pre-establishment period, was there:

   _____ a library staffed by nonprofessionals.

   _____ a former library, unstaffed.

   _____ a mass of unorganized or poorly organized materials.

   _____ the library truly started "from scratch".

   _____ Other, Specify _____

   _____

3. In your early contacts with the organization, what was the organization's primary expressed reason for starting a library?

   _____ Desire for organization of materials.

   _____ Need for information service.

   _____ Other, Specify _____

   _____

4. Were there any particular pressures or factors which affected the decision to start a library?

   _____ Availaility of grant funds.

   _____ Professional standards requiring a library.

   _____ Technological innovations in the field which called for more information resources.

   _____ Increased government or consumer pressures which called for more information resources.

   _____ Other, Specify _____

   _____

5. Was there a particular "trigger" event or person that set the planning for a library in motion? (Examples might be a departmental or organizational reorganization, a physical move, or one person taking on the project.)

6. How was the first librarian hired?

   _____ Through the Special Libraries Assn.

   _____ Via a newspaper advertisement.

   _____ Through contact with a library school.

   _____ Through an employment agency (non-library)

   _____ Through an employment agency (library)

   _____ Other, Specify _____

PART 2.

	This factor was present in your special library.			Whether or not this influenced your library, How important do you think it is to a new special library?					
	YES	NO	DON'T KNOW	EXTREMELY IMPORTANT	VERY IMPORTANT	MODERATELY IMPORTANT	SLIGHTLY IMPORTANT	NOT AT ALL IMPORTANT	NO OPINION
I. GOALS									
A. The librarian and management agree on a statement of purpose for the library.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
B. The librarian and management agree on a job description for the librarian.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
C. Management supports the librarian when the need arises.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
D. Management and the librarian work together to establish the library's goals.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
E. In addition the librarian has set personal goals and objectives for the library.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
F. Management provides the librarian with corporate (or organizational) goals	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
II. MANAGEMENT FACTORS									
A. Management realized that its information resources were poor or disorganized and initiated the establishment of a special library.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
B. Before the library's establishment, the organization's employees were already using a large body of published materials in their work. . .	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
C. Management and/or users are familiar with the special library idea from contact with other special libraries.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
D. There appeared to be a group of individuals in the organization who identified the need for a library and instigated its establishment. .	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
E. There appeared to be one influential person who identified the need for a library and instigated its establishment.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
F. There is at least one important executive who is a friend and supporter of the library.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
G. While one person may have sparked establishment of the library, the library must have sizable numbers of users to survive.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
H. Management is familiar with or has used SLA publications, consultation service or employment service.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
I. Management recognizes that a special library requires undivided attention and does not expect the librarian or library staff to take on functions not related to information services.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]

	This factor was present in your special library.			Whether or not this influenced your library, how important do you think it is to a new special library?					
	YES	NO	DON'T KNOW	EXTREMELY IMPORTANT	VERY IMPORTANT	MODERATELY IMPORTANT	SLIGHTLY IMPORTANT	NOT AT ALL IMPORTANT	NO OPINION
II. MANAGEMENT FACTORS (continued)									
J. The special library has an advisory committee.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
K. There is stability in the library's organizational location. The library is not transferred to a succession of managers.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
L. There must be a direct and clear chain of command from the library to a top executive.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
M. Management had a realistic picture of what it expected from a library before the librarian was hired	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
III. LIBRARIAN FACTORS									
A. The librarian is generally hired to catalog books.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
B. The library staff develops information services.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
C. The librarian has an assertive personality.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
D. The librarian has had professional experience in special library work. .	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
E. The librarian takes immediate steps to learn about the organization and its information needs.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
F. The librarian is constantly selling the library to the organization. . .	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
G. Continuing efforts are made to demonstrate to management that the library is making positive contributions to the goals of the organization. . .	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
H. The librarian's position is a management or professional, rather than a clerical, position within the organizational structure.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
IV. USER FACTORS									
A. The librarian can define a group(s) of users and potential users, e.g. by department or interest.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
B. The library is used by top management.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
C. The library is used by middle management.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
D. The library is used by general staff.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
E. It is important to survival that some services be tailored to the needs of the "power structure".	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]

	This factor was present in your special library.			Whether or not this influenced your library, how important do you think it is to a new special library?					
	YES	NO	DON'T KNOW	EXTREMELY IMPORTANT	VERY IMPORTANT	MODERATELY IMPORTANT	SLIGHTLY IMPORTANT	NOT AT ALL IMPORTANT	NO OPINION
V. ECONOMIC FACTORS									
A. The library started in a time of relative prosperity.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
B. The library was one of the first departments to experience the effects if the organization faced economic problems..	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
C. Other departments in the organizationwere expanding in size during the period of the new special library's establishment..	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
D. The library has a budget.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
E. The organization supports the library in terms of adequate professional and clerical staff.	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
F. The organization supports the library in terms of adequate budget.. . .	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
G. The organization supports the library in terms of adequate space. . . .	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]

ONE LAST QUESTION:

Do you feel your library is "established", that is, healthy and thriving or do you feel its future is shaky, particularly if the professional librarian should leave?

_____

_____

_____

ANY OTHER COMMENTS ON THIS QUESTIONNAIRE?